



Balanced Scorecard and CMMI



DFAS Balanced Scorecard

Balanced Scorecard (BSC):

- ***The Director of DFAS has directed that BSC will be the implementation tool for DFAS Strategic Plan.***
- ***Themes of Strategic Plan:***
 - ***Customer Focus***
 - ***Quality Focus***
 - ***Systems and Processes Focus***
 - ***People Focus***



DFAS Balanced Scorecard

Balanced Scorecard (BSC):

- ***Translates strategic vision into performance indicators based on four perspectives:***
 - ***Customer Perspective***
 - ***Financial Perspective***
 - ***Internal Business Process Perspective***
 - ***Learning and Growth Perspective***



CMMI - Background

Capability Maturity Model - Integrated (CMMI):

- ***Staged Representation:***
 - ***Measures maturity similar to SW-CMM.***
- ***Continuous Representation:***
 - ***Measures capability***
 - ***SEI - "Allows organization to select the order of improvement that best meets organization's business objectives and mitigates risk."***



CMMI - Background

Capability Maturity Model - Integrated (CMMI):

- ***Continuous Representation (cont.):***
 - ***Provides flexibility for TSO to choose which processes to emphasize for improvement as well as how much to improve each process.***
 - ***Example: If Project Management processes are a high priority for TSO, the TSO may set a goal of achieving capability level of “4” while setting levels “2” or “3” for Process Management processes.***



CMMI and BSC common features

- ***Both CMMI and BSC concentrate on business needs and goals.***
- ***Measurement & Analysis (new PA in CMMI) is a critical component of both CMMI and BSC.***



CMMI and BSC common features (cont.)

- ***Organization Process Performance (new PA in CMMI) also provides benefit to BSC and the level of capability can be scaled in the continuous representation.***



Continuous Representation & BSC

Example of Continuous representation support of BSC:

DFAS Internal Business Focus
Perspective objective:

Improve Quality of Delivered Systems Software.

Supporting CMMI Process Areas:

***Measurement & Analysis,
Organizational Process Definition,
Organizational Process Performance,
Quantitative Project Management***



Continuous Representation & BSC

Continuous representation support of BSC:

Example:

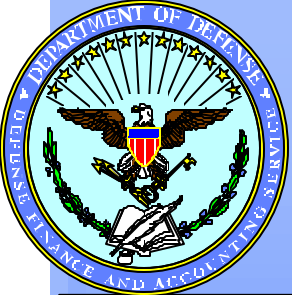
Learning and Growth Perspective
objective:

Increase employee competency.

Supporting CMMI Process Areas:

Organizational Training

Organizational Process Focus



Continuous Representation & BSC

Continuous representation support of BSC: Additional Benefits:

- ***Provides framework for measuring improvement.***
- ***Leverages the CMM experience of TSO's local Software Engineering Groups (SEPGs) in support of BSC implementation.***
- ***CMMI continuous representation aligns well with Malcolm Baldrige National Quality Award criteria; the basis for Quality focus measurements for the four Perspectives.***



Summary

- ***With the DFAS Director championing BSC and the DFAS Chief Technology Officer (CTO) championing Software Process Improvement (SPI) via SEI's CMM, the CMMI Continuous representation provides ease of implementation and a transition medium for both methodologies.***
- ***The business focus of both methodologies provides value for customer, thus increasing buy-in for SPI via CMMI Continuous Representation versus CMM/SW***

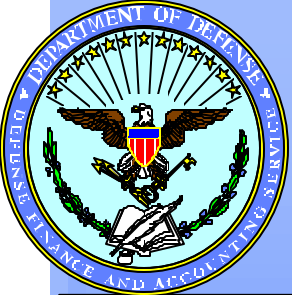


Summary

Words of Wisdom:

- ***“If you don’t know where you’re going, any road will do.” - Chinese Proverb***
- ***“If you don’t know where you are, a map won’t help.” - Watts Humphrey***

The CMMI continuous representation can provide a baseline and guidance for the BSC.



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